



# U.S. TOTAL ARMY PERSONNEL COMMAND



## NCOER Guide

# Purpo se

To update the leadership on the  
Army's Noncommissioned  
Officer Evaluation Reporting  
System.



**NCOER's were  
designed /  
and used for developing  
and assessing NCOs.**

# AR 623-205 Revision

- **Revised form** - ADDED new Army values
- **Establishes senior rater option:**  
when next report is due within 60 days of change of SR & at least 60 rated days under SR; 90 rated days under rater; no report in last 90 days
- **Establishes 60 day short tour option:**  
less than 90 but more than 59 rated days, serving in overseas short tour of 14 months or less; SR needs 60 rated days; SR may disapprove
- **Complete-the-Record:**  
changed from 180 to 90 rated days to align with officer system

# Sample NCO- ER (page 2)

RATED NCO'S NAME (Last, First, Middle Initial) + CRACKLE, JIMMY D.		SSN jimmy.crackle@ 000-11-2222	THRU DATE 2002 02 +
<b>PART IV (Rater) - VALUES AND RESPONSIBILITIES</b> <small>Specific bullet examples of "EXCELLENCE" or "NEEDS IMPROVEMENT" are mandatory. Specific bullet examples of "SUCCESS" are optional.</small>			
<b>b. COMPETENCE</b> <ul style="list-style-type: none"> <li>o Duty proficiency, MOS competency</li> <li>o Technical &amp; tactical; knowledge, skills, and abilities</li> <li>o Sound judgment</li> <li>o Seeking self improvement; always learning</li> <li>o Accomplishing tasks to the fullest capacity, committed to excellence</li> </ul>		<ul style="list-style-type: none"> <li>o meticulous monitoring of NCO-ERs resulted in zero late reports and 99.6% accuracy rate over a six month period</li> <li>o expertly handled in excess of 2400 personnel actions during this rating period and ensured prompt processing</li> <li>o provided superb personnel service support to over 1900 soldiers assigned to the brigade</li> </ul>	
<b>EXCELLENCE</b> (Exceeds std) <input checked="" type="checkbox"/> <b>SUCCESS</b> (Meets std) <input type="checkbox"/> <b>NEEDS IMPROVEMENT</b> (Some) <input type="checkbox"/> (Much) <input type="checkbox"/>		<b>APFT</b> PASS 0110 <b>HEIGHT/WEIGHT</b> 69/163 YES	
<b>c. PHYSICAL FITNESS &amp; MILITARY BEARING</b> <ul style="list-style-type: none"> <li>o Mental and physical toughness</li> <li>o Brillance and stamina to go the distance</li> <li>o Displaying confidence and enthusiasm</li> <li>o Looks like a leader</li> </ul>		<ul style="list-style-type: none"> <li>o awarded the physical fitness badge for two consecutive APFTs</li> <li>o routinely worked in excess of 60 hours per week and maintained high morale and enthusiasm</li> </ul>	
<b>EXCELLENCE</b> (Exceeds std) <input checked="" type="checkbox"/> <b>SUCCESS</b> (Meets std) <input type="checkbox"/> <b>NEEDS IMPROVEMENT</b> (Some) <input type="checkbox"/> (Much) <input type="checkbox"/>			
<b>d. LEADERSHIP</b> <ul style="list-style-type: none"> <li>o Mission first</li> <li>o Genuine concern for soldiers</li> <li>o Instilling the spirit to achieve and win</li> <li>o Setting the example: Be, Know, Do</li> </ul>		<ul style="list-style-type: none"> <li>o mentored two soldiers to win Brigade Soldier of the Quarter honors</li> <li>o motivated and coached a previously substandard soldier to successfully pass the APFT and meet the weight standards</li> <li>o ensured soldiers were regularly counseled and earned their trust and confidence as a caring, compassionate leader</li> </ul>	
<b>EXCELLENCE</b> (Exceeds std) <input checked="" type="checkbox"/> <b>SUCCESS</b> (Meets std) <input type="checkbox"/> <b>NEEDS IMPROVEMENT</b> (Some) <input type="checkbox"/> (Much) <input type="checkbox"/>			
<b>e. TRAINING</b> <ul style="list-style-type: none"> <li>o Individual and team</li> <li>o Mission focused, performance oriented</li> <li>o Teaching soldiers how; common tasks, duty related skills</li> <li>o Sharing knowledge and experience to fight, survive and win</li> </ul>		<ul style="list-style-type: none"> <li>o personally planned and executed annual common task training and testing for all soldiers assigned to the brigade headquarters</li> <li>o outstanding training efforts resulted in 98.7% first-time 'GO' rate on the CTT within the headquarters</li> <li>o constantly trained soldiers on daily tasks and responsibilities, refused to settle for mediocrity</li> </ul>	
<b>EXCELLENCE</b> (Exceeds std) <input type="checkbox"/> <b>SUCCESS</b> (Meets std) <input checked="" type="checkbox"/> <b>NEEDS IMPROVEMENT</b> (Some) <input type="checkbox"/> (Much) <input type="checkbox"/>			
<b>f. RESPONSIBILITY &amp; ACCOUNTABILITY</b> <ul style="list-style-type: none"> <li>o Care and maintenance of equipment/facilities</li> <li>o Soldier and equipment safety</li> <li>o Conservation of supplies and funds</li> <li>o Encouraging soldiers to learn and grow</li> <li>o Responsible for good, bad, right &amp; wrong</li> </ul>		<ul style="list-style-type: none"> <li>o maintained accountability of office and automation equipment valued in excess of \$800K with zero loss or damage</li> <li>o completely reorganized office area to better utilize allocated space and removed excess to create more professional office atmosphere</li> <li>o kept track of soldiers and always knew where they were</li> </ul>	
<b>EXCELLENCE</b> (Exceeds std) <input type="checkbox"/> <b>SUCCESS</b> (Meets std) <input checked="" type="checkbox"/> <b>NEEDS IMPROVEMENT</b> (Some) <input type="checkbox"/> (Much) <input type="checkbox"/>			
<b>PART V - OVERALL PERFORMANCE AND POTENTIAL</b>			
<b>a. RATER</b> Overall potential for promotion and/or positions of greater responsibility.		<b>e. SENIOR RATER BULLET COMMENTS</b>	
AMONG THE BEST <input checked="" type="checkbox"/> FULLY CAPABLE <input type="checkbox"/> MARGINAL <input type="checkbox"/>		<ul style="list-style-type: none"> <li>o select in the secondary zone for promotion to Sergeant First Class</li> <li>o out-performs most Master Sergeants</li> <li>o unquestionably the best Staff Sergeant I have ever rated or senior rated</li> <li>o an all-around superb performance by a top-notch NCO</li> <li>o assign to tough, challenging assignments - he will excel</li> </ul>	
<b>b. RATER</b> List 3 positions in which the rated NCO could best save the Army at his/her current or next higher grade. Service School Instructor Personnel Supervisor Protocol NCO			
<b>c. SENIOR RATER</b> Overall performance		<b>d. SENIOR RATER</b> Overall potential for promotion and/or positions of greater responsibility.	
<input checked="" type="checkbox"/> 1 2 3 4 5 Successful Fair Poor		<input checked="" type="checkbox"/> 1 2 3 4 5 Superior Fair Poor	

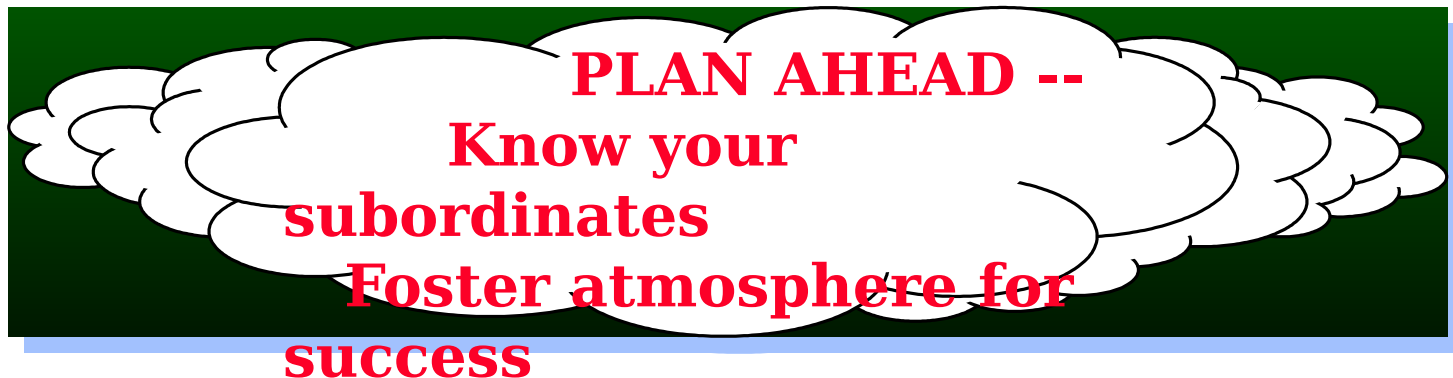
## TIPS:

--Lead off with your strongest excellence bullet

--S/R focus on promotion, schools, assignments

# How Rater Supports Board Process

- Address strongest Values (in Part IVa) with substantive comments
- Clearly articulate failures ('NO' entries) - avoid vague comments
- Paint clear and accurate portrait of rated NCO
- Reflect significant accomplishments during rating period
  - Bullet comments should justify the rating in the check
- **AMONG THE BEST** = *absolute top performers*
- **FULLY CAPABLE** = *good performers but less than the best*
- **MARGINAL** = *failed one or more standards*
- Render fair, accurate and unbiased reports



# How Senior Rater Supports Board Process

“1” = cream of the crop; **promote immediately**

“2” = a solid soldier; **strong recommendation for promotion**

“3” = a good performance; **promote if allocations allow**

“4” = weak performer; **do not promote**

“5” = poor performer; **consider for QMP**

- **Must address Potential (promotion, schools, assignments)**

*Be on same sheet of music as rater throughout rating process  
resolve differences early on to avoid discrepancies on*



**“PLAN AHEAD -- Identify your Best”**  
**Do NOT use quotas!!**

# **Reviewer Responsibilities**

- **Overall caretaker of system (honest-broker)**
  - **Reviews reports to ensure consistency, accuracy, and fairness**
  - **Resolves discrepancies between rater and senior rater**
  - **If discrepancy can't be resolved after discussing with both rating officials, then reviewer nonconcurs and attaches memorandum**
  - **If rater and senior rater agree on evaluation but reviewer does not, then reviewer 'may' nonconcur but must clearly articulate reason for nonconcurrence (creates question of integrity in rating officials)**
  - **Army trusts rater and senior rater to be fair and accurate in rendering reports - reviewer's role is not to provide a 3rd evaluation**

## NCO-ER Inflation

- Reports received with all five 'excellence' marks (a '**max**' report) have remained in the low 2% range since 1988. However, board after-action reports continually state:

- too many NCO-ERs have '**unjustified**' **excellence** marks - if there are no quantifiable accomplishments then the board considers it only a '**successful**' rating.

- too many NCOs are receiving '**Among the Best**' ratings by the rater -- boards have difficulty determining rater's intent.

- too many senior raters do not address **potential** in their bullets -- tell the board who they should promote, the type of assignments best suitable for the rated NCO, and the schooling the NCO should attend.



# **NCO-ER Tips**

- **Ensure counseling is happening**
  - **Spot Check Rater's checklist/record**
- **Best NCO receives 2 or 3 Excellence bullets, not 5-0 or 4-1 (success in PT)**
- **Justify Excellence Bullets - Tell the story ...**
- **If you give a Success box check, say something - Don't leave it blank**
- **Ensure Junior Officers and NCOs know system**
- **Senior Rater Narrative - Focus on Performance + Potential**
  - **promotion, school and assignments**
- **Create Excellence Opportunities - Tell NCOs how to achieve excellence**

# Sample NCO-ER (page 1)

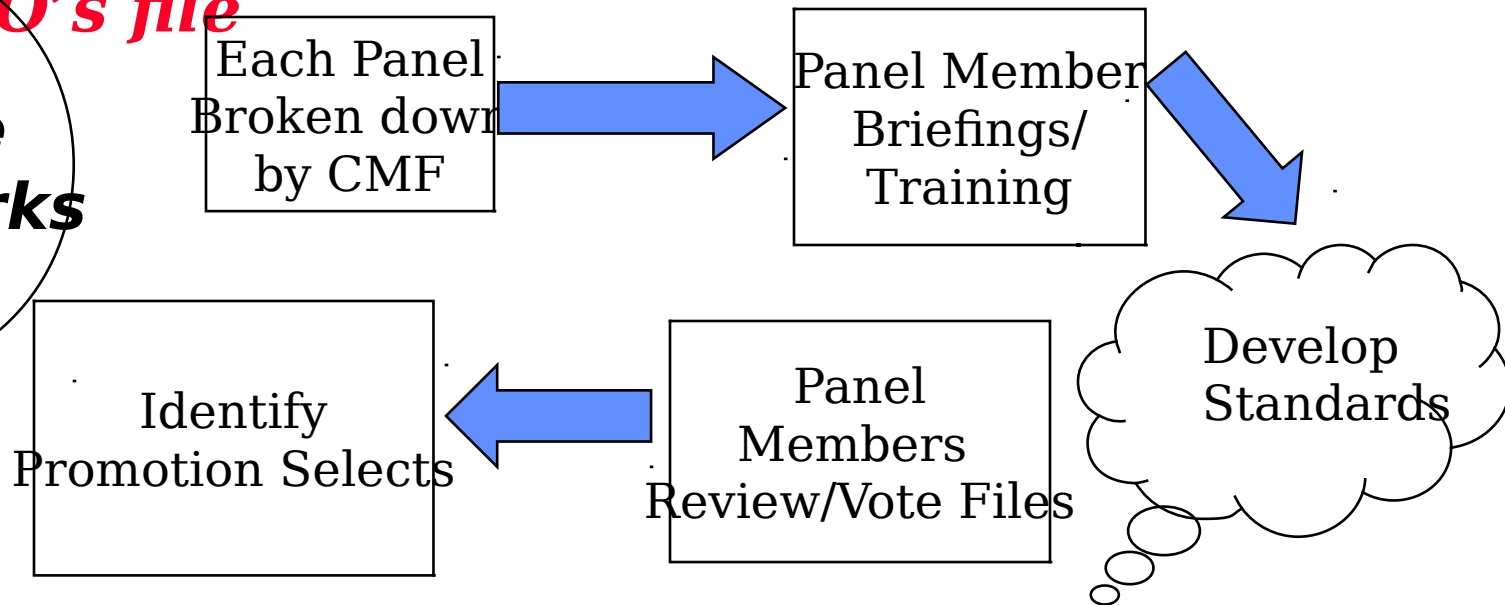
+ NCO EVALUATION REPORT										SEE PRIVACY ACT STATEMENT IN AR 623-205, APPENDIX C		+					
For use of this form see AR 623-205; the proponent agency is CDCSPER																	
<b>PART I - ADMINISTRATIVE DATA</b>																	
a. NAME (Last, First, Middle Initial) CRACKLE, JIMMY D.						b. SSN 000-11-2222		c. RANK SSG		d. DATE OF RANK 001001		e. PMOSC 71L30F500					
f. UNIT, ORG, STATION, ZIP CODE OR APO, MAJOR COMMAND HHC, 2d Battalion, 35th Signal Brigade, Fort Bragg, NC 28305 XVIII Airborne Corps										g. REASON FOR SUBMISSION 02 ANNUAL							
h. PERIOD COVERED				i. RATED MONTHS		j. NON-RATED CODES		k. NO. OF ENCL.		l. RATED NCO COPY (Check one and Date)		m. PSC Initials		n. CMD CODE		o. PSB CODE	
FROM YYYY MM 2001 03				THRU YYYY MM 2002 02		11		Q		1. Given to NCO 2. Forwarded to NCO		Date		U2		EU03	
<b>PART II - AUTHENTICATION</b>																	
a. NAME OF RATER (Last, First, Middle Initial) CROCODILE, ANDREW L.						SSN 111-22-3333		SIGNATURE									
RANK, PMOSC, BRANCH, ORGANIZATION, DUTY ASSIGNMENT SFC, 75H40, Headquarters 35th Signal Brigade NCOIC, Brigade S-1										DATE							
b. NAME OF SENIOR RATER (Last, First, Middle Initial) MEDDLER, BOBBY D.						SSN 222-33-4444		SIGNATURE									
RANK, PMOSC, BRANCH, ORGANIZATION, DUTY ASSIGNMENT CPT, SC, Headquarters 35th Signal Brigade Brigade S-1										DATE							
c. RATER'S NCO Understanding signature does not constitute agreement or disagreement with the evaluations of the rater and senior rater. I further understand my signature verifies that the administrative data in Part I, the rating of officials in Part II, the duty description in Part III, and the AFPT and related comments in Part IV are correct. I have seen the report completed through Part V, except Parts I and II. I am aware of the appeal process of AR 623-205.						SIGNATURE		DATE									
d. NAME OF REVIEWER (Last, First, Middle Initial) SEEME, DARYL V.						SSN 444-55-6688		SIGNATURE									
RANK, PMOSC, BRANCH, ORGANIZATION, DUTY ASSIGNMENT MAJ, SC, Headquarters 35th Signal Brigade Executive Officer										DATE							
e. <input type="checkbox"/> CONCUR WITH RATER AND SENIOR RATER EVALUATIONS <input type="checkbox"/> NONCONCUR WITH RATER AND/OR SENIOR RATER EVAL (See attached comments)																	
<b>PART III - DUTY DESCRIPTION (Rater)</b>																	
a. PRINCIPAL DUTY TITLE Personnel Sergeant						b. DUTY MOSC 75H30											
c. DAILY DUTIES AND SCOPE (To include, as appropriate, people, equipment, facilities and billers) Oversees the day-to-day operations of the Brigade Personnel Administration Center; responsible for equipment valued in excess of \$800K; provides direct supervision to three NCOs and six junior soldiers; responsible for the training, development, counseling, and mentoring of subordinates; provides technical advice and guidance to subordinates and customers; ensures the prompt and accurate processing of officer and enlisted evaluation reports, personnel actions and finance actions and reviews correspondence for completeness.																	
d. AREAS OF SPECIAL EMPHASIS NCO-ER timeliness and accuracy																	
e. APPOINTED DUTIES Hand Receipt Holder																	
f. COUNSELING DATES						INITIAL 010404		LATER 010715		LATER 011022		LATER 011228					
<b>PART IV - ARMY VALUES/ATTRIBUTES/SKILLS/ACTIONS (Rater)</b>																	
a. ARMY VALUES. Check either "YES" or "NO". Comments are mandatory for "No" entries; optional for "Yes" entries.												YES		NO			
1. LOYALTY: Bears true faith and allegiance to the U.S. Constitution, the Army, the unit, and other soldiers.												X					
2. DUTY: Fulfills their obligations.												X					
3. RESPECT/DEED: Treats people as they should be treated.												X					
4. SELFLESS SERVICE: Puts the welfare of the nation, the Army, and subordinates before their own.												X					
5. HONOR: Lives up to all the Army values.												X					
6. INTEGRITY: Does what is right - legally and morally.												X					
7. PERSONAL COURAGE: Faces fear, danger, or adversity (physical and moral).												X					
Bulleted comments: o honesty and integrity above reproach o one of the most highly respected NCOs in the Brigade o committed to excellence and gets the mission done on time																	

# Promotion Process

- *NCO-ERs have a direct and significant impact on the promotion selection process*

- *They are the most important documents in the NCO's file*

**How the Board Works**



**Panel Composition:** 4 to 8 voting members on each panel; three panel members vote each record - at least one CSM, one SGM, and an Officer all in same CMF.

# Whole File Concept

- **Consistency** - board looks for consistency in performance and rating throughout the entire file with particular focus on the **last five years/current grade**; level of performance; trends in efficiency; military & civilian education; professional values; range and variety of assignments
- **Best reports** are those with three 'clearly justified' excellence ratings and two success ratings with strong bullet comments as opposed to five excellence check marks
- **Senior Rater markings** of '1' and '1' standout, particularly when supported by strong bullet comments; less significant when comment is lukewarm or vague; a S/R marking of '2' is still good when sprinkled among several reports of '1' ratings; recent board comments indicate that too many NCOs are receiving 1/1 S/R marks without bullet comments to support the rating
- **NCO-ER** is most significant document in file when

# Unsatisfactory Performance

- **Consider for elimination under Qualitative Management Program (QMP):**
  - **Record of decline in performance (two or more substandard reports in last five years)**
  - **Disciplinary Problems**
  - **Weight Control Problems**
  - **APFT Failures**
  - **Failure to meet Army Values**

# Interpretation of Ratings

- **EXCELLENCE:** Exceeds Standards; demonstrated by specific examples and measurable results; special and unusual - achieved by only a few; clearly better than peers
- **SUCCESS:** Meets all standards; majority of ratings in this category; NCO is fully competitive for promotion and schooling
- **NEEDS IMPROVEMENT:** NCO missed meeting some standards

***\*\*Panel members are briefed to carefully review bullets to confirm comment justifies the rating in the checked box***